

"Four Star Forum"

General Norton Schwartz, CSAF
General Craig McKinley, National Guard Bureau
General Duncan McNabb, TRANSCOM
General Art Lichte, AMC
General Bob Kehler, SPACECOM
General Roger Brady, USAFE
General Steve Lorenz, AETC
General Will Fraser, ACC
General Don Hoffman, AFMC
General Gary North, PACAF
Lt. General Frank Klotz, Global Strike
General Don Wurster, AFSOC
General Charles Stenner, AFRES
General Harry Wyatt, ANG

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General Schwartz: Mike, thanks. It's once again a pleasure for all of us to be here with you. I think it's a wonderful thing that Secretary Donley left with Secretary Gates. Last year he sort of graded our performance here on the questions and answers so we'll not be under quite the same amount of pressure this time around. [Laughter]. In any case, if one of us can't answer the question, we'll just defer to Chief Roy anyway. [Laughter].

There's some gray hair up here, to be clear. This is the group of leaders that strives every day to be worthy, again as I suggested yesterday, of the brilliance and the excellence of our Airmen. So we're eager to engage with you on anything that might be on your mind, to be sure.

I'd like to highlight two folks. First of all, Craig McKinley, as you know, is the Director of the National Guard Bureau. He has a multitude of responsibilities, both to the Secretary of the Army and obviously Secretary Donley. But a very very important role in our institution. We're grateful that you're here, Craig.

Likewise, one of our combatant commanders is here today, Duncan McNabb from Transportation Command. Duncan, I know that, having had some prior experience in this, that you're a busy fellow and we're grateful for your taking the time to do this.

And Linda, again, it's great to have you. Thanks very much for coming as well.

Once again, I think I just would like to make the point that please, don't keep your powder dry. Although Mike suggested being strategic, that's fine, but you've got a shot at the current Air Force leadership and we want to make this worth your time. Thanks very much.

Moderator: Thank you, Chief. I'm going to start down at the far end of the table and ask each of our commanders to give me about two big pictures strategic concerns that you have out five, ten, fifteen years into the future. Give us the big picture.

General Wyatt: Good morning, ladies and gentlemen. Bud Wyatt, Air National Guard. Always ready, always there, all in.

The two big pictures, two big issues that we work with at Air National Guard challenges are recapitalization, you'll hear that frequently I think this morning; and developing our Airmen - adaptable, flexible and ready to go to war with the United States Air Force. Thank you.

General Stenner: Good morning. Charlie Stenner, Commander, Air Force Reserve Command and Chief of the Air Force Reserve.

I will start with the number one thing on my mind, the number one challenge that we have, the number one issue is to maintain and sustain the strategic reserve which we the air reserve components are, Air Force Reserve and Air National Guard. While continuing to leverage that on a daily basis to do the operational things in the AEF construct that we do around the world.

I think that a strategic reserve is a national asset and it needs to be sustained and maintained that way.

I do also believe that the next big piece is to do the force development we need to grow the leadership for our Air Force Reserve and for our Air Force as we deal with a three component Air Force delivering the capability that the nation needs around the world.

General Wurster: Good morning. Donny Wurster, AFSOC.

The two biggest things for us are, like others have mentioned, recapitalization of the force. We have airplanes that saw combat at the beginning of Vietnam, and we've got the nose up on that, where to climb, but it's a long way to level off.

The second thing is to make sure that our particular brand of air power is properly shaped and employed and

engaged in ways that really do make a real tangible difference in eliminating threats that are particularly suited to our style of air power. We've got to make sure we get the right stuff in the right place in the right hands in the right numbers, which generally are very small numbers, coupled with a small number of joint partners in a far-away place, operating at sometimes significant risk, to eliminate or disrupt or complicate or engage with a host partner to help them accomplish any of those tasks. That's probably the two big things for us. Make sure we complement the remainder of the joint force in what needs to be done to really impact this global extremist threat.

General Klotz: Frank Klotz. Air Force Global Strike Command.

I know Mike asked for out there a bit, but some of our focus in Global Strike Command is a little more near term as we do everything that's necessary to stand up a model major command headquarters which I'll have more to say about this afternoon at 3:20 in this room.

The other thing near term that we are working very hard on is preparing for the transition of the InterContinental Ballistic Missile force into Global Strike Command as you heard the Secretary and the Chief say yesterday on the 1st of December, and the nuclear capable bombers of 8th Air Force into Global Strike Command on the 1st of February of next year.

Longer term, I think the challenges that face Air Force Global Strike Command are very similar to those that face other major commands. Recapitalization of aging weapon systems, both on the bomber side and the InterContinental Ballistic Missile side. But I hasten to add, it's not just about the platform itself. A lot of it has to do with the nuclear support equipment that keeps those systems operating, and which quite frankly we've allowed to continue to grow old and tired and less capable than they used to be.

The final concern over the longer term is the human capital, the Airmen that work in the nuclear enterprise, in the Global Strike enterprise, making sure that we're developing them, and not just the operators, but the maintainers and the security force personnel who have some unique skills and require unique security clearances and PRP clearances in order to do their job. We need to make sure that we're developing them, incentivizing them to stay in the nuclear business, and being able to identify and retain them within the nuclear enterprise.

General North: Hi. Gary North, Pacific Air Forces.

Both the Chief and the Secretary said it very well, the [turning] of distance in the Pacific is the major concern to enable us to have freedom of maneuver, both in our ability for mobility, our ISR, and then our global strike and precision strike capability.

With that freedom of maneuver across the commons, the ability to work with our partner nations to build partnership capacity. And then to be able to command and control as a component of the Pacific Command that freedom of maneuver of which our air forces bring to the fight in the joint domain and exercising in air, land and sea, and then certainly if and when we ever have to respond in a wide range of military maneuver from humanitarian all the way out to high end conflict.

And certainly continuing to provide our Airmen the exercising capability, the training capability to present Airmen to the joint force around the globe as required.

Thanks.

General Hoffman: Don Hoffman, Air Force Materiel Command.

I too have a lot of near and mid-term challenges, but for the far challenges I would say controlling costs on how we develop, manufacture and sustain whatever force structure the Air Force decides is necessary in the future, and working with our industrial partners there to make sure we have an industrial base that will support that future.

The second major thing is in building and sustaining the work force that we need to do that.

General Fraser: Will Fraser, Air Combat Command.

I too have both some near and medium and far term concerns.

First I'd say my near term concern is just how upset my wife's going to be that I left the day our household goods were being delivered. [Laughter]. It's the reality of the situation.

I think first and foremost, as I said in the change of command last week, it's fighting today's fight in the environment in which we're in. We are a nation at war. We are living in an unpredictable world. We cannot predict the future. So while fighting today's fight and ensuring that our Airmen are equipped and trained with what they need to do for the joint fight, as you heard our Secretary say

earlier today, and the tremendous contributions that they're making.

So I think it's an imperative upon all of us to ensure that they have the capabilities and the tools that they need to make the contributions that they're doing for the joint fight.

Long term is also balancing that uncertain future and what that looks like. We don't know what the future holds, but we as an institution need to be prepared. Our Air Force today doesn't look anything like it did in the late '74 time period when I came aboard, and I am thankful for that, because we have had the flexibility to do the things that we need to do, and I am proud of our Air Force and what we're doing today. We need to be able to do that in the future. So we've got to be prepared for the future.

So balancing today's fight with the future is what I'm going to be certainly focused on as I get out there and as I listen and learn from a MAJCOM perspective for our Combat Air Forces.

Thank you.

General Lorenz: My name is Steve Lorenz, I'm Commander of Air Education and Training Command, the first command. Most of you people in this room have been through one course or another in the command. It's a great command.

I think we have lots of challenges, but so does everybody else. But our biggest thing we need to do is to make sure that we in Air Education and Training Command are able to be responsive and flexible in our training and education to help all these gentlemen who are sitting at this table in their commands.

So all we ask is 1-800-Call-AETC and we'll do the job for you.

General Brady: I'm trying to complete SOS. [Laughter]. So that I will get one of those certificates from Steve. [Laughter].

General Schwartz: I think there was a former VP that kind of messed up on the certificates. [Laughter].

General Brady: Two things. I think we have, I would mention one corporate challenge of the Air Force at large that we have now that I know Mr. Donley and the Chief are leading the effort on, and that is to articulate how an Air Force fits into the national strategy. I think that's a prime important thing for Air Force to be doing right now.

In my part of the world I think it's important that we make the kinds of decisions that will allow us to maintain the leadership of the world's most successful military alliance. And to do so, it will also enable us to build the partnerships that Gary North talked about, because we will never again go forward by ourselves and those alliances are absolutely critical to us.

Thank you.

General Kehler: I'm Bob Kehler from AFSPACE.

The two items that are most on my mind as I look out over the next five or so years is first, mission assurance. It isn't about protecting space things, although some increased protection is required. It isn't about defending networks, although some improvement to network defense is required. It isn't about improving space situational awareness or cyber situational awareness, although both of those are required. It's about mission assurance.

I think you heard the Secretary of Defense say that this morning. It isn't about trying to protect everything, everywhere, all the time. It's about making sure that we can do the mission under duress.

We will be attacked. We are being attacked today in cyberspace, consistently. It's about being able to operate in the face of that attack. Not make it easy for somebody, but recognize that it's going to occur and be able to fight through and operate through those kinds of activities that we know will come, and being prepared for that for a conflict that could spill into space, which our gaming suggests that if a conflict spills over into space it probably started in cyberspace.

So it's going to be very interesting for us I think to assure the mission as we look forward and have that mindset for mission assurance. There are threads for every one of our missions, every one of our air missions, every one of our ISR missions, every one of our strike missions. Those threads take us through cyberspace and space. So the objective is how do we make sure that we are assuring mission success in the face of duress? That's a big concern of mine as we look to the future. It is not a simple answer. And it isn't the obvious answer all the time.

The second thing that I'm concerned about is consistent investment. I think across the board here, consistent investment is going to be an interesting challenge for us as we go to the future, in particular as we look at space and cyberspace, consistent investment because these can't be

capabilities that are offered by us to the rest of the Air Force and to the joint warfighting team episodically. You can't decide next week that let's go without GPS investment for a couple of years. We're going to have to make sure that investment is consistent.

General Lichte: I'm Art Lichte. I'm the Commander of Air Mobility Command.

I would tell you that people are my number one concern first, foremost and always. And when I talk about people, in Air Mobility Command we rely heavily on the total force, so I'm not just talking about the active duty force, I'm talking about Guard, Reserve, I'm talking about civilians, and I'm talking about our civilians in industry that make our missions run. Because in Air Mobility Command we no longer talk about surges, it's just steady state.

In this 24 hour period we have 942 missions flying around this world. We've had that pretty consistently for the last number of years, so that's why I'm concerned about our people and we keep a close eye on them.

The second thing, I could say recapitalization, but I'm going to cut to the chase. It's all about tankers. We need tankers now. I stood here at the AFA Forum in September 2007 and said tankers were my number one priority. I said last year. I said it this year. And I still don't have a new tanker.

If you think about it, it's kind of like that commercial, you know, where the guy comes with the credit card, and everybody's going around and everybody's using their credit card and they swipe it and keep moving. Then the guy comes up with cash and everything comes grinding to a halt.

Well, think of that with the tankers because everything's going smoothly and you're swiping your tanker card. But when all of a sudden someone comes up and goes oh, what happened to the tankers? Everything would bumble around. We'd get it figured out, but it's going to be a much bigger challenge. Therefore, tankers are still my top priority, along with people.

General McNabb: I'm General Duncan McNabb, Commander of U.S. Transportation Command, and Art, I couldn't agree more. Chief, I'll just let you know, I know Secretary Donley, getting that new tanker is absolutely essential and it's also my number one priority. No surprise.

I will tell you there are a couple of things that hit me. One is that with two ongoing wars, the movement of our

forces and the resupply of those forces is obviously foremost on my mind, especially when you have adversaries out there that are trying to slow us down. So when I think about General McChrystal and I think about General Patraeus, I think about the other combatant commanders, the part that I want to do is make sure that we're coming up with solutions before there's ever problems, that they know we will always, always, always get them the forces and the supplies that they need to win.

That becomes harder as we go into a place like Afghanistan where you're landlocked. That becomes even more imperative, that is General Lichte and his folks on the Air Mobility side and General McKinley, your total force warriors that join them in that team. As General Lichte mentioned, it is our civilian U.S. flagged fleet that also helps us on that tremendously. It's the ability to make sure that they always know that we will get through.

As I think about the future, Mike, the part that as I think through this, one of the things is wherever we need to take the supply chain vertically because of the threat, we need to think of new and better ways to do that. Joint precision airdrop has given us a tremendous leverage on that. General Lichte and his folks and the folks out in theater have really made a difference on being able to do that kind of resupply.

Continue to look for new ways that we can make it easier on the folks, on the warfighters, to free up convoys or free up helicopters to go to other missions.

But as we think to the future, the same kind of approach has to take place as we bring on a new tanker. All of the things that that means. New ConOps. We have the most battle tested force we have ever had. The lessons learned, you go fly with these young folks, and they just wow you with how they're making things happen. Putting new technology in their hands and then figuring out okay, how do we go to the next level? How do we make sure the future General Patraeuses and General McChrystals don't have to worry about this because we've already figured out new and better ways to get the stuff through.

I look, of course, at intermodal solutions, a way we can do land and air, and those are the things that I think we really have an opportunity here, and we're really excited about the future.

General McKinley: Chief, Mike, thanks for the opportunity to sit on the panel. I'm Craig McKinley, the Chief of the National Guard Bureau. I'm the fourth Air Chief. It started with Wilson, Conoway, Davis and myself.

My job is to make sure we supported the United States Air Force, the United States Army with trained and well equipped forces in our Title 10 role, and to support the Adjutants Generals and the Governors in our Title 32 role.

We have to do a balanced strategy. We know that we will work with the Department of Army and Department of the Air Force for our resources, and we will cooperate, collaborate and communicate closely to make sure that we stay in synch with our services.

The Governors since September 11, 2001 and since Hurricane Katrina, expect and demand a lot from their National Guard, both Army and Air, and we have provided great service through our great people working with the services to make sure that we get the job done right.

So those are our concerns. Collaboration with the United States Air Force in this case is vitally important to us.

General Schwartz: I'll conclude by suggesting that a key short, medium, and long term issue for the United States Air Force in the leadership team, as Roger Brady suggested, is how do we ensure that our repertoire is relevant to and valued over the long term by those who depend on us. This is a strategic imperative for the Air Force that we must work near, medium and far.

The second strategic issue that I think is extremely consequential is simply this. That we as an Air Force are becoming more expensive from a personnel point of view. The department is. And in limited budgets you have this pressure of increasing personnel costs forcing out other needed content elsewhere in the programs. That is a serious concern and one with which we will have to deal as we move forward.

Thanks, Mike.

Moderator: Thank you, Chief.

The first question I'm going to direct to General North because of his last position, but what will the military history books say are the key air power lessons learned in the global war on terror? I'd like to have other panel members think about it, and if anybody cares to comment after General North does, we'll ask for some other comments.

General North: I can just comment on a portion of that because this war started a long time before I jumped into it in the direct role of 9th Air Force and AFCENT. But I think

across the domain flexibility, adaptability, and the courage and commitment of Airmen both on the ground and in the air. The distributed methodology of which our Air Force is able to conduct warfare from the point of execution at the five meter board with the young security forces, defenders, EOD, combat camera, intel, all the way to our fixed bases to where we're able to run inside both Iraq and Afghanistan fighters, mobility, ISR, to those bases that are on the rim, if you will, that provide bombers, AWACS, tankers, U-2s, Global Hawk, and the ability to do that 24x7 with a command and control system which is unbeatable in our ability to maneuver and pass information.

The other thing I think we should all, and we've talked about it in space and cyberspace. The operational commander's most effective weapon is his or her ability to communicate. And so making sure that our net is one, protected and survivable, enables us to range the battlespace in a global environment that is so very critical in the way that we do our business.

So I think that's a nutshell answer to a very complex question.

Moderator: Let me ask General McNabb also to comment. You've seen quite a bit of this over time.

General McNabb: The part that I think that will take us to the next level, it is as General North mentioned, it is the communication and ability to anticipate what the folks, the joint team needs. That joint force commander, the folks on the ground. It is that teamwork that becomes more and more important, and oftentimes we have solutions that they don't even know to ask for. In some cases they have problems that are coming that they can't even see, but we can.

I will tell you that's the part I would say where the combatant commanders can sit back and go, you know, they're already solving a problem that I didn't even see coming.

General Lichte has done that and his folks as they've looked at how can we help with the vertical resupply. The folks on the ground are figuring out ways to work with the U.S. flag industry in ways that people could not even imagine as we look at intermodal ops and we think about the future, things that would be a critical enabler between modes.

If you can do those kinds of things you take this to a different level. So I would say that from a combatant commander it's that I do agree with that flexibility and adaptability. But remember the experts, the Airmen and your

expertise on trying to look at what the combatant commanders need and say you don't even know what I can bring you. I think that was what armed Predators brought. Airmen brought that to the battlefield. The folks said why would we even need that? Then you end up saying well, once they had it they went, we can't get enough of it.

The same thing, quite frankly, with airdrop. When you look at where we are on airdrop right now in Afghanistan, about three or four years ago when we were pushing that you're going to have to have precision airdrop capability, the folks on the ground said we're just not sure we need that. But boy, they sure need it now.

Those are the kinds of things that I think across the board as General North mentioned, it is that getting out ahead of things and saying I can give you solutions to your battlefield problems as part of the joint team that I think will be very valuable to the Air Force.

Moderator: General Lichte, would you like to comment? And I'd like General Kehler to comment also.

General Lichte: I'll just bring it down one notch from what General McNabb and General North have mentioned. He talked about precision airdrop. That's exactly right. When you go to a landlocked country with all that mountainous terrain, we were having difficulty, first of all, finding ramp space to get to various airfields and get the supplies to the troops; but when you used that precision airdrop it became a lot easier. Oh, by the way, the same flexibility applied to the tankers. We used to have the tankers stand off in an orbit and the fighters would come to them. Now the tanker goes right overhead, the fighter can drop down, help out those troops in contact, pop right back up.

This is the adaptability and flexibility that we talk about and how it can be applied to all our weapon systems. It's not just getting bombs on target. It's a little bit of everything and I'm sure my buddy from space will have some comments to add.

General Kehler: Cross domain integration. I think that it's huge. I think our Airmen have broken the code on how you integrate air and space, and I think running through that is this undercurrent of how cyberspace plays in this as well. I think we're going to get a lot better at this as we go forward.

People ask me why does space get a lot more attention today? It seems like we hear about you a lot more. I think the fundamental difference is the recognition that the entire joint team has today about what space and cyberspace

do for them because they see it now in action. They see what GPS is doing, they see what satellite communications is doing. Whether it's offered by us or whether it's from a commercial source for satellite communications, in any case, they see it. They see what gets enabled by all of that activity. I think that recognition has grown to the extent that we now understand what kind of vulnerabilities we will have in those two domains as well, and what that means for our warfighting capacity.

So I think cross domain integration is something that Airmen have brought to this conflict. I think that the way Nardo and his predecessors have wielded cross domain capabilities that the Air Force brings to the table has helped the joint team understand what those are all about. All the way back to, if you go to some of the UAV units today that are CONUS based, and all of us have, and many of you have, and you walk into whatever shelter or building or location they're using to do their operations. You close the door, you don't know where you are. You don't know if you're forward in the AOR or if you're in the CONUS because essentially, conceptually, you're in the AOR.

It's the same thing if you go to 2 SOPS which is the GPS squadron. Walk in there and close the door, you don't know where you are. You're in everybody's AOR. The same thing for satellite communications. The same thing for missile warning, missile defense, IR, surveillance, et cetera, et cetera.

I think that is the huge change that we have seen from our neck of the woods is how these capabilities are being wielded in a cross domain integration sense.

Moderator: General Hoffman, we've got about 500 cards here on questions on the acquisition process, the insourcing effort, new technologies, et cetera. Let me just ask you to comment first on how the changes in the acquisition workforce, how that's going, what are the future plans, and give us some feedback on that.

General Hoffman: I would say the first thing in my job jar is the nuclear enterprise and supporting today's warfighter, but I would say the most consuming things in my near term are the acquisition workforce growth and the reorganization that we're about to go through.

Even before the Secretary of Defense announced this spring, when he wrote out the '10 budget, that we're going to do wholesale insourcing across the department, we already had hundreds of insourcing targets laid into the '09 and the '10 budget plans. We do that because if we can save money by insourcing, that's a worthy reason to do it.

Previously we had caps on the civilian workforce and that prevented us from doing insourcing so we were doing it from a monetary standpoint. Those caps have been largely removed now. So we are entering what no one can recall as a wave of hiring in the civilian organic workforce that is unprecedented, I think. So our ability to digest that massive hiring process will be severely strained.

Last year in Air Force Materiel Command we owned the bulk of the Air Force's civilians. We failed to execute about 2,000 man years. In other words, we had the money, we had the slots and authorities, but we were just not capable of filling the chairs, if you will.

This year we spent every dollar on the civilian payroll and we had to convert some money into the civilian payroll. So we fully consumed in '09. We ramped up all of the mechanisms that support hiring the right people. We're not just grabbing people off the street and bringing them in. Hiring the right people that we're willing to live and work with for a full career is important.

So quality counts in this process, but how we hire and the processes we go through to bring people on board is also important.

So the conversions are going to be a challenge, because what we did in '09 is just a low slope to a very steep mountain that we're going to see in '10 and '11. So the large hiring centers in Air Force Materiel Command, the Personnel Center at Randolph. We're fully utilizing the new authorities that we've been given for direct hire. In other words, we don't have to always hire from within to a particular slot. If there's a better athlete on the outside, we can hire that better athlete.

But with this comes a tail that we have not fully embraced yet, and that is these people need a cubicle, they need a computer, they need some TDY money, they need training. So that tail I don't think has been fully embraced by our budgeting process, and that will be a major challenge.

So digesting this huge insourcing and other normal changes that go on, we're increasing acquisition, we're increasing the nuclear enterprise. That's a major challenge.

The other big thing that the Chief and Secretary just announced recently is under the Acquisition Improvement Program, in the acquisition organizations we're going to walk away from the wing, group, squadron construct. It wasn't broken before and it was workable, but it didn't

achieve all the objectives that we had hoped it would achieve. It created a lot of confusion. But the big driver in why we're moving away from that and back to, I won't say it's back to exactly what we did before, but the big driver was when we went there we just kind of took all the functions that you could identify as being different and we put a group or a squadron label on them. I found out when I got in command that I had a squadron of one. I called it my moped squadron. I have a personal conviction that you should at least fill up a minivan before you call it a squadron. The Chief had his convictions. And through deliberation with the people around this table and so forth, we settled on a wing should be 1,000; a group should be 400; a squadron should be 35, or have a darned good reason why you should be smaller than that and still called a squadron, group or wing. Because we value a leader experience that kind of goes with the size of the unit. So just supervising yourself probably is not a leadership experience.

So it didn't quite fit to what is largely a staff function. Acquisition I will say is largely a staff function, not something we deploy units in and so forth, so it didn't quite fit. We're moving back. Try to do surgery and make us all fit those things, we would have had to collapse units down to the point where we had two or three O6s probably in a squadron, because we do value O6 or pay band three level leadership in acquisition. We would have them all collapsed on themselves with big basket programs.

That's a major shift that we will have to digest. Effective 30 June we'll be doing that. So that's what we're working on.

Hand in hand with that we're also going to go to what we call matrix management. In other words, a program office will have the task of running a program, but the job of assigning functional expertise to that program will rely with the center senior functional.

It started with contracting which we have statutory guidance to have a separation of church and state, if you will, between the contracting person who may have to stick his hand up and say we can't do that, and the program manager who's all about schedule and moving forward and so forth. He can't have undue influence on the contracting officer. So it started there. The contracting force will do the hiring, the training, the mentoring, and have the biggest voice in assignment of where the contracting workforce goes, and we'll extend that to other areas as well like the functional management folks, the price analysts, engineering, and so forth.

There will be tension in the system when we do that because program managers all want to have fully manned

program offices and there will be tension as we manage shortfalls. If there's a difference of opinion between what a program manager thinks he needs and what the functional thinks he has available or should have, and that will be referred by the center commander.

So these two massive events, a reorganization and a significant hiring increase, will be the big thing on the place for AFMC

Moderator: Thank you. Chief, did you want to add more to that?

General Schwartz: Don, if you'd allow, I'd like to add an exclamation point to what Don said with regard to the functional -- contracting, program management, systems engineering and so on.

My sense is that in the former organization we had sort of an insufficient focus on the development and progress of these functional areas of expertise that are vital to effective acquisition. And so one of the purposes I think as well is to find the right balance where program managers and PEOs which you heard the Secretary mention yesterday, are increasing in number. To have the right kind of program management focus. But likewise, to have an institutional concentration on making sure that the key skills that make up this acquisition enterprise of ours continues to be fertilized, cultivated and so on over time. Very very important, and one thing that perhaps we lost a bit of emphasis on over time.

Thank you.

Moderator: The next question comes from an ACSC student and it's for General Stenner, General Wyatt, and General McKinley.

How do you view the changing role of the Guard and Reserve from strategic to operational given the requirements of total force integration and the vision of the Commission on the National Guard and Reserve?

General Stenner: I very much believe that the Guard/Reserve together are in fact a strategic reserve, so I view this as multiple roles, if you will. The operational piece that we do is done on a daily basis, but it comes from that strategic reserve and it is part of the three component Air Force.

Therefore, leadership growth, in my opinion, is ever more important because we have three very different components and three different cultures. Those cultures

bring the best of each of them, the active, the regular Air Force, the Reserve and the Guard to the fight. And it is my conviction that we need to understand each of those cultures and to do that we need to grow leaders that spend some time in other jobs that then work their way through how to do joint, how to do three components within the Air Force and fight joint, and how to grow and mentor folks for the future as well.

So I'm a fan of crossing the lines between the three components at the very senior leader perspective so that we do understand how to fight for the future. That means the PME, that means the leadership potential, that means administrative control of the components should remain, in my mind, in each of those components. The operational direction has to be understood. So we have to go back and forth just a touch to get the best out of all three cultures, to get the best out of all three components with the best of our leadership potential at each of the officer and enlisted ranks.

General Wyatt: I agree. Charlie's kind of hit the nail on the head. I don't think there's anybody, at least in the Air National Guard, that wants to go back to the days of being a strategic reserve only. I don't think the country can afford to have an operational component and a strictly strategic component.

We enjoy, we like being part of the operational force of the United States Air Force, but we recognize that there is some cost efficiencies and benefits in also providing the strategic reserve surge capacity that the United States Air Force needs.

If you go back and look in history, one of the reasons that the Air National Guard and the Air Force Reserve became operational was out of the needs of the country in the early 1990s when because of the great demand of the United States Air Force skill sets and capabilities across the world, the active duty force was operating at an operations tempo that was very tough. They needed some help from the reserve component. So a decision was made to embark upon an Air Expeditionary Force structure. That's worked very well for the country, it's worked very well for the United States Air Force, and it has worked very well for the reserve components.

In order to sustain that and not go back to a strictly strategic reserve or a second tier force, we need to integrate the acquisition policies and the recapitalization policies across the total force. If we are a total force, and I believe we are, we need to inculcate total force thought concepts into everything including recapitalization,

training, leader development that General Stenner talked about. We can do that through conscious decisions made by Air Force leadership and I think we're well on our way. We look forward to working with our active duty and reserve brothers and sisters to make sure that that remains the course.

Thanks.

General McKinley: Arguably, and with deference to a former Chief of the Navy Reserve in the second row here, I would say the United States Air Force has done total force better than any service. You've heard the leadership at this table talk about their experience working with the National Guard and the Air Force Reserve.

We have seven reserve chiefs. They all work for their service chiefs and they all fit a niche of how those chiefs need their reserve component to work.

But I would say under General Schwartz's leadership, who took time out of his busy schedule to speak to 5,000 National Guardsmen on Saturday about the need for continued reliance on the reserve component, continued integration and continued transformation of the reserve component, this service gets it right and we will continue to partner with the Air Force and in the Guard's case the Army, to make sure we do it for the foreseeable future.

Moderator: We've got three new MAJCOM commanders, and the question is for all three of them which is what is your immediate focus going to be in your particular commands. I'm going to start with the new command, General Klotz. If you would start on that one, then we'll go to General North and then General Fraser.

General Klotz: Thanks, Mike.

As I indicated at the beginning, our near term focus is standing up the headquarters of Global Strike Command at Barksdale Air Force Base in Louisiana. Our objective is to make this "a" model headquarters. Not "the" model headquarters but "a" model headquarters with all the appropriate documents, supplements to Air Force instructions, our own instructions that track back to basic Air Force instructions, DoD instructions, and in some cases even to basic law in terms of how we have laid things out and how we will do things in a disciplined, rigorous fashion as far as operating, maintaining, securing and supporting the nuclear enterprise.

Every day I walk around the halls and I see about half a dozen new people. We're growing to about 250 permanent

party by the end of this month. We also, thanks to the help, the support of the other major command commanders here we have about 70 people on board as long term TDY, manning assist, some of their best and brightest who are doing an absolutely superb job.

The other near term task is again, making sure that we can successfully transfer the ICBM mission from 20th Air Force and Air Force Space Command as well as the bomber mission from 8th Air Force and Air Combat Command on the dates that I indicated.

A lot of work has already been done in this regard. The Chief of Staff signed out a P Plan several months ago which Jim Kowalski as the provisional commander and his team here at Bolling Air Force Base did a magnificent job on laying out literally hundreds of action items which members of the provisional and now the fully activated Global Strike Command, along with counterparts at Colorado Springs and at Langley Air Force Base, Virginia have been very busily working through and continue to work through.

The final concern is we want to make sure that on 1 December we can operate as a fully fledged major command with all that that entails. Being able to convene a crisis action team, being able to carry out our incident response functions, and deal with any other of those inevitable, difficult issues that from time to time confront all of the major commands, and do it in a professional way with people who are trained and ready to carry out that task.

General North: I guess I would, from the Pacific Air Forces, tie in what Will Fraser said. My immediate focus as his probably is, when we get home, make sure that we can help unpack the boxes that are being unpacked today.
[Laughter].

Really, the focus is command and control and working the freedom of maneuver and the organizational construct to make sure that our people are aligned, doing exactly what they need to do not only for the Air Force as a component of PACOM but in the transition as U.S. PACOM will swap out commands in October to ensure that the Pacific Air Forces is one of the components, is aligned appropriately with our freedom of maneuver capacity, our capability to meet the missions of PACOM, and to ensure that the infrastructure that we have in the Pacific Air Forces from Alaska to Guam and everywhere in between is aligned appropriately.

In a region where our partners are so very important and we've got enduring partnerships that range back 50-plus years, it's so very important to ensure that the relationships remain strong, that we understand not only

their nation's military issues and the political issues which they face, but to ensure that we can facilitate that partnership in exercise training, having our U.S. Air Force personnel that work alongside them in exchange tours, and that we understand the issues as they bring their militaries to our United States to train.

Clearly the infrastructure piece gets into joint basing. We will have three joint bases in the Pacific Air Force tied with our Army and Navy brothers and sisters, so working those issues to ensure that the quality of life and the mission's success is important as we do that.

Then as General Chandler posed a question to the staff years ago, in a precious environment of critical resources, where can we best spend our next dollar? That gets to our ability to preserve our freedom of maneuver and our capacity to present forces where we work from fixed bases and then where we must be able to support our Naval forces and our Army forces as we exercise and as we respond in a variety of needs as desired and requested.

That will be our focus, and it underpins, of course, our Airmen and our Airmen working to present not only in the Pacific, but again in taskings around the world and that alongside our joint partners.

General Fraser: I divide things I'll be looking at basically into four areas. That's our people, our power, our places and our prices.

First and foremost it has to do with our people and taking care of them, and ensuring that they have the right tools, the right training, the right equipment to do their job.

As you heard the Secretary of Defense talk about it earlier, the unheralded, I think was the word he used, contributions that our Airmen are making in today's fight. It's incumbent upon us to ensure that our Airmen are properly trained and equipped to do that job, because they are doing marvelous things on a day to day basis.

A part of that people piece is the families. I'm concerned about the stress upon our families. As I get out and I start talking to people, and I've been hearing this for quite some time, our youngsters are bearing the brunt of this also. So taking care of the families is something that we as an institution look at this Year of the Families, that we need to make sure we're doing.

The stress upon those youngsters is going to be felt, it's going to be generational I think is a term that's been

used by others. Because as our Airmen go away and have been doing this for quite some time period, they come back and things are different. So we need to make sure that we're taking care of our people.

We continue to do this with an all volunteer force. And I think that's marvelous. And it's incumbent upon all of us to make sure that we do everything we can to support those that are accomplishing the mission.

Our combat power, as I worked with the Vices in my last job, they had nothing but great things to say about our Airmen and the battle buddies that were being formed out there. So the combat capability that we provide, but our machines are being flown hard. It's not about one platform. It's about the integration of all the platforms, be it those that are manned or remotely piloted. And the contributions that those platforms are making to today's fight.

So we've got to ensure that the combat capability is continued to be provided for the combatant commanders of today's fight and as we balance that with what's going to be needed in the future in this unpredictable world that we live in.

Places has to do both back here at home, but also the places that we're deploying forward. Are they going to be ready to receive? Are they going to be ready to take on the capabilities that our Airmen are going to bring to the fight?

So no matter where we're operating, be it forward or be it back here, be it in the Pacific, be it in Europe, wherever that may be, we need to ensure that the infrastructure and the places are taken care of.

The cost of business, the Chief's talked about that, is high. We need to make sure we're doing everything we can to reduce the cost of business. We're going to have to make some tough decisions in a resource constrained environment. But with the focus on today's fight and balancing that risk with the future, I think we can make those decisions together.

It will be tough. But as Secretary of Defense stated earlier, if we can get a good planning factor then we can build on that and have some stability in our programs and be able to do more, I contend, as opposed to having a jigsaw going up and down all the time.

So it is about our people. It's about our combat power and the things that we provide. It's the places in which we operate which is global. It's also about the cost of doing

business, be it dollars or be it the OpsTempo at which we're at.

Thanks.

Moderator: General Brady, you've got arguably the largest land assigned to you, over 80 countries last count. It falls on your shoulders and General Lorenz's shoulders to build partnership capacity. I know you get a stream of visitors and exercises throughout your AOR.

Can you comment on how it's going on building partner capacity? And I'd like to ask General Lorenz the same question.

General Brady: Building partnership capacity is something that's really pretty mature in the EUCOM AOR. That combatant command over several generations has been doing that.

There is a particular new emphasis on it now, though. It is a primary mission area. It's challenging because it's not a specifically resourced area in the whole construct of the Department of Defense. That's not a complaint, it's just a reality, but I think it's something that we'll have to address in the future.

We do building partnership with the resources that we already have. So in that sense it's been a little bit of an afterthought. About 37 percent of our flying hours are spent building partner capacity. If you're flying with one of our more advanced allies, that's pretty good training, but only about half of our alliance is at that level. So the training we do is of much more benefit to them than it is to us.

So resources are an issue. I would say, however, that unlike in some AORs where you have dramatically different cultural differences, we're in an AOR where everybody is trying to speak English and everybody is getting to where they speak English pretty well. So you don't need the kind of special skill sets in that regard, culturally, that you may need other places in the world.

So your average garden variety Airman, which is a pretty remarkable individual, knows what to do and can talk to a Romanian staff sergeant or a Bulgarian or somebody in Latvia, Lithuania, Estonia, and be very effective.

So our limitation is that, and I'll talk about this a little this afternoon. But we've grown from 12 initial nations to 28 nations, so there's a lot of ground to cover. A lot of the alliance is not very advanced. So it's mainly

a resource issue in terms of just the time and the people to go foster those relationships.

General Lorenz: At the last Corona our Chief looked at me and said, Lorenz, build a framework to integrate all of the building partnership around the world for all the Air Force. So what we've done is, first of all USAFE, PACAF, all the forward commanders, SAF/IA, have all been involved in this for years. So has AETC, because we do a lot of training and educating of international students around the world. As we've had several meetings in which we've built a strategic campaign plan and incorporates or tries to integrate all of the different aspects of this important and vital focus.

We're also building an air advisor program that is at Fort Dix in New Jersey and McGuire Air Force Base. I think it's a growth industry. The Air Force has been doing it since its inception. I think we're getting better and better at it as days go by. It's a team effort.

You never know when you're going to reach out and touch some international person who is going to affect the future of the world, and our job is to help the joint force commanders around the world follow and lead these people around the world to understand how we operate, the United States military operates around the world. I think we're on a journey and things are getting better and better.

General Brady: I'm on a retainer to Steve Lorenz to prop up his budget. [Laughter].

One of the most important things we do, and something that we corporately need to do I think is expand the capacity of Steve's operation at Air University.

If you talk to an Air Chief in Europe they're almost inevitably a graduate of the war college, or they went to pilot training at Sheppard or they've done something here. I really believe that's the best money we spend. It's critically important.

When we deal with our allies and we want our allies to be interoperable with us, the experiences they have with us in our schools is just incalculable. And you can talk to, I've talked to a MiG-21 pilot, captain, SOS graduate, and it was just like talking to one of our guys. They get it. They can do the three point thing and everything. All right? [Laughter].

It's just critically important and I think that's an important investment. But I think probably Steve is limited by his capacity as to how much he can do of that right now.

Moderator: General Wurster, you thought you were going to escape. Your Airmen are probably as busy as anybody, and you're expanding your capabilities. It looks to those of us on the outside that your recapitalization efforts are not proceeding apace. Let me just ask the question in broad terms. Do you have what you need? Where do you see the future of Air Force Special Operations Command in the immediate future?

General Wurster: We have what we need to do what we're doing. We do have a couple of career fields that are very high tempo, but that is not unique to AFSOC. Last year at this forum I think I mentioned what a remarkable little pocket of excellence we discovered in our EOD techs. They've been out there all these years, nobody really knew about them, and voila, there they are in the hero's book every year.

So security forces. Other parts of the Air Force are feeling the stress. Our gunship crews are extremely high tempo. Everybody wants a gunship overhead.

WE just moved the 16th SOS from Hurlburt to Canon. I'll just give you a for instance on that weapon system and that squadron. There are eight AC-130Hs. We have had them since the early '70s. General Holland as a captain picked one up at the factory and took it to Vietnam. He's not old, but that airplane really is old. [Laughter].

We keep track of the battlefield results of what those airplanes do and that squadron has killed thousands of the enemies of our country. And in total, they've got about 14 or 15 inspector crews. If you do the division, you find out that the average inspector crew person, male and female, has personally been responsible for the deaths of hundreds of our enemies, and that's an emotional load that they carry, and they do that for our country and they do that for our service. But that is representative of the type of commitment that you find in the people that are in our line of work.

The V-22 is coming on board. We have seven. Our 40 PAVE LOWs are gone. We have a large portion of our C-130 fleet dates to Vietnam, as you're aware, and take the Talon 1's, which our Reserve partners just did a rotation for us in Afghanistan and did, as usual, a tremendous job. And we've got one of our Guard platforms over there now, one of our solos doing counter-IED work, and they're doing a tremendous job. But the Talon 1's, we lost the first Talon 1 in combat in 1967. Those airplanes are being maintained by magnificent Airmen who are never going to complain, but when we do things we'll send a couple of B-22s and a couple

of Talons and a couple of gunships, and every one of them has to take off for the mission to succeed.

Look back at the force structure we sent to Desert 1 back in those days. It was a handful of airplanes. And President Carter's famous quote is, "If I could do one thing different in my presidency it would have been to send one more helicopter to Desert 1." Every platform matters.

The question for us as a nation and as a component of SOCOM and as an Air Force major command, is should Special Ops Command, which is the first tool that's reached for in many cases, have 40 year old airplanes, or should we recapitalize on a faster schedule?

We're being well supported by the Air Force in that regard. Our people are very much tied to their platforms. We have a large portion of our forces serves in the normal AEF buckets. We are supported by tremendous contributions around the world, in other places in Iraq and Afghanistan by magnificent OSI coverage.

When you send two people in a little leased airplane to another theater of the world doing things very discreetly, it's very good if they don't get their heads cut off on the way to the hotel.

Those are the types of things that our people are participating in at fairly high tempo, in some cases. Our ISR people are working extremely hard, but they happen to be at their home base location.

I think we represent probably a slice of what the entire Air Force is going, in somewhat different circumstances in many cases, but they're all volunteers and they all take pride in what they do and they are proud to be air commandos and they're proud to be Airmen.

Moderator: The last question I want to ask is actually, I'm going to ask each one of you. I closed last year with the same question, but if you had one more dollar, if you had one more dollar, where would you focus that dollar inside of your command. We'll start down at the end, General Stenner, with you.

Chief, you get a bye on this one.

General Stenner: There's one more on the end over here, Mike. Do you want to start on the very end?

Moderator: I'm sorry. You know, there's a glare down there and I can't quite -- [Laughter].

General Wyatt: Mike you started with me twice. This is the junior guy. I think I would take that dollar and invest it in the most important thing in the Air National Guard, and that's our people.

Moderator: I'm not going to let you go down that route. What does that mean? Does that mean more pay, better housing? Does it mean better equipment so they don't come home in body bags? Does it mean better training? What does that mean?

General Wyatt: Well, if I had to choose between all of those I would say probably a combination between training, number one. We need to make sure that our people have the skills, the capabilities that our active duty brothers and sisters do, because we cannot be the operational force that we need to be, we cannot be the strategic surge capacity force that we need to be unless we train to the same standards of our active duty brothers and sisters. But the same thing can be said about equipment also.

Moderator: Thank you. Now we'll get to General Stenner.

General Stenner: Thank you, Mike.

I will go down the same road, though, and I'm going to talk about training and personnel, and it's an RPA dollar that we're looking for. We have a program that's called Seasoning Training, and in the Air Force Reserves many years ago we used to be 85 percent prior service. We're now 65 percent prior service, and we are in fact putting 35 percent a year non-priors in, requiring a significant amount of seasoning training and continuation training. So If I add another dollar it goes right in there in a program that puts them on an active duty status for the time it takes to get to a 5 level. It's been very successful, and we're looking for seasoning training phase two. That keeps the OpsTempo going, that keeps the reserve rolling along and keeping up to the tier 1 ready that we are.

General Wurster: How many in the audience were here last year? Okay, you'll understand why I'm going to hand this microphone to General Klotz.

Actually, I would walk down and ask all my other friends at the table what they could use that dollar for.

Moderator: Now everyone understands that MFP-11 has got all the money, so perhaps they would like to pick your pocket.

General Wurster: Well, reference him if 11 has all the money.

MFP-11 represents 1.2 percent of the defense budget. We are able to spend it very effectively because of certain authorities that SOCOM has. However, if I had one more dollar it would be to accelerate the recapitalization of our 130s for which we're having great support from the Air Force and the Hill.

If there was a capability I wish we could bring on faster it would be the CV-22. Despite an add of a couple of years ago, we found out they just can't make them. And if there is a hole in our strategic posture right now troubles me, it is that we do not as a nation have special operations vertical lift agility bin the forward based theaters. PACOM and EUCOM and AFRICOM need the ability to do vertical lift operations rapidly, and we do not have permanently based vertical lift forces in the theater, either helicopters or CV-22s. That's one of the things we're working in the '12 POM.

General Klotz: Talk about a very specific issue. If we had one more dollar, and we need one more dollar, actually we need considerably more than that, and that's to start the study process for life extension program for the B-61 gravity bomb. This is a weapon that's extraordinarily important to the long range bomber force. It's a weapon that's extraordinarily important to General Brady, an aspect of our nuclear deterrent capability that's often overlooked in some of our discussions of this.

I think the Secretary of Defense said it very well. We are not out to develop new military capability as we modernize the stockpile, but we have a, one, we have a technical reason why we have to proceed with the life extension program; but we also have a marvelous opportunity to design in newly conceived safety and security measures into the weapons that we have, and we ought to as a nation do that.

So we've got strong support from the Department of Defense, strong support from the Department of Energy. We just need now to get it into the enabling legislation.

General North: Pacific Air Force's one more dollar, knowing that ACC's a cath lead and then the big Air Force will work the recapitalization issues, provide aircraft, and of course our people are our people, but my perspective as I said earlier, at the operational level, from a component, the ability to provide combat forces and combat command and control to a unified commander is critical.

In our CNAV construct, in our ability to command and control, particularly in the Pacific where you range multiple time zones. You go from Alaska to Antarctica. And you have got multiple challenges. So my last dollar or my next dollar would be spent in command and control and how we present that specifically in the CNAV construct where I'd be looking to make sure that we're bolstered, we're survivable, we're secure, and that our networks are enabled throughout the reach to hit our partner nations that we will depend on in our ability to have that freedom of maneuver I talked about earlier.

General _____: To make it truly effective you're going to have to put some M's or B's behind that dollar. But if you only gave me a dollar, I would buy the ink that would fill the pen that would write the law that would make it illegal to protest the next tanker selection. [Applause and Laughter].

General Fraser: That's a tough one to follow.

As I stated earlier, it would be about our people. I know you want me to neck down on it, but one of the areas that I heard about last week at our commander's conference after the change of command, and I heard this from more than one, which is something that is an area that I think we need to address. That is our unmanned remotely piloted vehicles career field there. Because basically we've got to get to some normalization.

There is this insatiable appetite out there for a lot of that capability. I say that capability because these different platforms have different capabilities on them. Be it from a signals intelligence or be it full motion video or whatever else we may be carrying on these types of vehicles.

And basically what we have going on in this career field, because of this appetite and the need to ramp up the number of combat air patrols is the inability then to allow those who are operating these systems to move on to continue their careers and be developed.

So what we wind up doing, and my concern is that we may be mortgaging part of our future because it may not be before too long that some of these young men and women will see this as stop loss. Stop loss in the sense that they go and they get into this and they cannot be allowed an opportunity to go to your school, Steve, to go to other places, to further their development and their leadership skills so that we can then bring them back in other leadership positions of our Air Force as we look to the future.

So that's something that I am concerned about, and I heard from just one wing commander or NAP commander last week, which I think says something about us and the fact that there are others within our institution that are concerned about that.

As these fine young men and women get off into that particular career field, and if we don't normalize it, before too long we may have some real problems out there in the future. So I think that's something that I've got to look at very seriously here, and we as an institution, to see about how do we get there to normalize this in the future.

General Lorenz: Excellent observation. My former job several years ago was the Air Force Director of Budget, so I have sort of a slanted view on this subject.

I ask that our next dollar is totally integrated across the spectrum to support the joint force commanders in putting air, space and cyberspace power on the point of impact that's needed.

Now that sounds trite, because you all want one particular issue. We are not separate, we are indivisible. And the issue is our job is to smartly spend the next tax dollar that the nation has given us to the best ability that we can for the nation.

General Brady: I would not disagree with anything that my counterparts have said here.

That said, all of us have a set of slides and a briefing that we give, and about every three months we get tired of it and we sense that other people are tired of it and we build another one. The one that I'm giving at the moment is one that says I think we're going to get more money and when we do, our Air Force will distribute it appropriately and we'll get new equipment and we'll keep dormitory improvement on track and all that kind of stuff.

But if you're a commander or a first sergeant or a flight commander in a squadron, you need to assume there isn't going to be another dollar. And even if it gets turned on, it's not going to get there during your watch, so you need to figure out what you're going to do while you're there.

So I think it's our responsibility as corporate guys to provide our people with what they need, but we also need to train and mentor and teach our young people to live in the present and make do with what they've got. I think we're in for some austere times. I'm not sure there's going to be an

additional dollar for a few years, and we need to not let our people get in the mode of feeling sorry for themselves and feeling like they can't solve any problem if it doesn't have money attached to it.

General Kehler: I'd spend another dollar on additional protection for space and cyberspace capabilities.

When I look at what the Air Force does for the joint team, and when I think about what we bring to that fight, we allow the joint team to communicate with certainty, to navigate with accuracy, to strike with precision, to see the battlefield with clarity, to provide assured access to space, to watch what's going on in space. Those are huge advantages that our Airmen bring to the joint team and when we think about the future, protecting those core capabilities. As I said earlier, it isn't about protecting every single thing that we do in space. It's certainly not about trying to defend an entire network. But it's about identifying those key places where we are guaranteeing mission success that we need to argue for, I believe, another dollar. Because I think within the Department of Defense we offer something to the joint team that no one else really brings to that table, and we've been doing that with a tremendous amount of success, and certainly recognition of what that is doing for the joint team.

So I would spend another dollar on making sure that we can continue to provide that for the joint team.

General Lichte: That's pretty heavy.

I'm going to make mine easy. This is going to be an audience participation. I'm Carnac, and I have this against my head, here's the answer. And by the way, if you know who Carnac is, you're about as old as our tankers are today. [Laughter]. That should give you the first clue.

Audience, what am I going to spend my next dollar on?

Audience: Tanker.

General Lichte: Thank you very much. You got it.

By the way, when you say that one dollar, that's not going to buy me a whole bunch of new tankers, but I have to put that dollar in to maintain the fleet of the old ones we've got, the KC-135s and KC-10s. And by the way, if any of the offerors do want to offer me a tanker for one dollar, come on up and see me. [Laughter].

General _____: Mike, I was thinking first and foremost as a COCOM, I didn't think I was resource constrained any

more so I just want it all, so I'll start with that. And in deference to my great friend Steve Lorenz, I've escaped that balancing act. And Chief, I really love that you have to do all this.

If I had another dollar I would put it into compressing time critical resupply for air medical evacuation. The Secretary of Defense talked this morning about the difference of aeromedical evaluation and that it literally saves lives. When you think about time critical resupply to the folks on the ground, it changes what their options are in the battle, and it also saves lives.

Much like the compression of the kill chain from hours to minutes changed precision warfare, changed the way we do things, we have an opportunity now using things like General Kehler was mentioning as a system and an enterprise to be able to say those folks on the ground, if they need it now, they can get it now. It really ones change warfare as we speak.

If I could do that I think it not only will save lives, but it will also win wars.

General Stenner: Very simple. It's to recruit and retain the greatest asset we have and that's America's youth, and to take care of their families and the employers who support the reserve component.

Moderator: Thank you. I'll give the Chief the last word in a second, but this concludes our session.

Chief, I've got about 100 of these cards so what I'm going to propose, since we've got a lot of ACSC students here, we're going to send these down to ACSC and divide them up among the seminars and have them write the answers back and send them back up to you.

General Schwartz: They'll be better at answering the questions than me, that's for sure.

For all of us, certainly those of us that are fortunate enough to sit at the dais today, but everyone here, this is family business. So as we go forward it is absolutely important as Roger indicated, that part of what we have to do is live in the present. But we're also eyeball on where we want to be and who we want to be and we're going to make those two things --

[END OF RECORDING]